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Advisory Council on Workforce Development and Planning

VISION, GOALS, and OBJECTIVES

Recognizing our workforce as a primary investment, Montana state government will accomplish a cultural change in managing people. Montana state government will be an employer of choice for these reasons:

Goal 1 - Agencies align their human resource practices (recruitment, selection, development, and retention) with their individual missions.

(a) Recruitment efforts emphasize the benefits of state employment:

- Marketing the importance of public service,
- Offering flexibility to balance work priorities with personal commitments,
- Offering training and opportunities to work with advanced technology, and
- Providing excellent health coverage, retirement benefits, and a generous leave package.

(b) Recruitment and selection processes are flexible and quick:

- Extending employment opportunities to all people,
- Sharing applicant information among agencies,
- Setting reasonable minimum qualification requirements, and
- Selecting applicants for jobs within four weeks of the application closing date.

(c) Succession plans identify and help prepare employees for career development:

- Offering on-the-job training opportunities to learn the role and responsibilities for managerial and non-managerial jobs, and
- Recognizing the unique talents, backgrounds, experiences, and contributions of employees, and developing them to reach their fullest potential.

(over please)

(d) Agencies use a statewide performance management system:

- Promoting ongoing communication,
- Establishing individual performance objectives linked to agency goals,
- Recognizing good performers,
- Effectively addressing poor performers,
- Fostering environments to promote and support meaningful, long-term careers in state government, and
- Empowering and encouraging employees to explore different perspectives and discover new and innovative ways of doing business.

Goal 2 - *Agencies communicate efficiently and effectively with their workforces, citizens, and policy makers to ensure their goals are mission-driven, realistic, and tied to measureable objectives:*

- (a) Linking individual performance plans to agency goals and work efforts, and
- (b) Encouraging constructive feedback through the chain of command.

Goal 3 - *Agencies foster and promote diversity in the workforce and respect for individual differences:*

- (a) Encouraging and training their workforces to understand and appreciate individual and cultural differences,
- (b) Promoting ongoing communication among colleagues with a greater understanding and appreciation for individual and cultural differences, and
- (c) Supporting the state's effort to attract, develop, and retain a talented, diverse, and inclusive workforce promoting a culture of individual dignity and respect.

Goal 4 - *Agencies foster, support, and promote a culture of continual improvement:*

- (a) Regularly reviewing and recommending improvements to agencies' human resource systems and practices through an advisory council of executive branch policy makers, and
- (b) Relying on objective measurements to evaluate the effectiveness of agencies' human resource systems and practices.